Canada Industrial Relations Board

2010–11

Report on Plans and Priorities

The original version was signed by

The Honourable Lisa Raitt
Minister of Labour

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Message from the Chairperson

As Chairperson of the Canada Industrial Relations Board (the CIRB or the Board), I am pleased to present the Board's Report on Plans and Priorities for 2010–11. The Board is an independent, representational, quasi-judicial tribunal responsible for the interpretation and application of the *Canada Labour Code* (the *Code*) Part I, Industrial Relations, and certain provisions of Part II, Occupational Health and Safety. Part I of the *Code* creates a framework for collective bargaining for the federal private sector. Under the *Code*, the CIRB's jurisdiction applies to approximately 800,000 workers and their employers in banking, interprovincial and international transportation, airports and airlines, broadcasting, telecommunications, port operations, longshoring and grain handling. It also applies to Crown corporations, and to private-sector employers and employees in the three territories. In carrying out its mandate, the Board has an obligation to encourage constructive labour-management relations between federally regulated employers and the unions representing their employees, and contributes to minimizing labour unrest in the critical infrastructure industries that are governed by the *Code*.

Since my appointment as Chairperson of the CIRB in January 2008, I have made it a priority to reduce the number of outstanding complaints and applications, and to improve the timeliness of Board decisions. I am pleased to report that significant progress was made in this regard and that our pending caseload is now at a sustainable level of approximately 440 matters, a historically low level. The Board's priority in 2010–11 will be to continue its efforts to reduce the average processing time of new cases so as to ensure that a backlog does not reoccur. In order to achieve this, the Board will focus its efforts on effective case management and dispute resolution mechanisms that encourage the constructive settlement of differences. The Board will continue to adjudicate matters where necessary, but will also focus on increasing its mediation efforts at all stages of a case, in order to proactively seek a resolution of matters that best meets the needs of the parties and promote stable and productive labour-management relations.

I believe that the CIRB is well positioned to be a "full service" dispute resolution agency that is able to resolve matters fairly and expeditiously. I am extremely proud of the accomplishments of the Board's Vice-Chairpersons, Members and staff. With their continued determination and dedication, the Board will emphasize initiatives that build positive working relationships and support harmonious labour-management relations in the federally regulated private sector.

The original version was signed by

Elizabeth MacPherson
Chairperson

SECTION I: DEPARTMENTAL OVERVIEW

Raison d'être, Responsibilities and Departmental Organization

Raison d'être

The mandate of the Canada Industrial Relations Board (the CIRB or the Board) is to contribute to and promote a harmonious industrial relations climate in the federally regulated sector through the impartial, effective and appropriate administration of the private legislation governing labour and management in their representational and bargaining activities. To achieve this mandate, the Board seeks to provide effective industrial relations solutions for the Canadian labour relations community in a fair and timely manner.

Responsibilities

The CIRB is an independent, representational, quasi-judicial tribunal responsible for the interpretation and application of the *Canada Labour Code* (the *Code*), Part I, Industrial Relations, and certain provisions of Part II, Occupational Health and Safety. It was established in January 1999, to replace the previous Canada Labour Relations Board, through amendments to Part I of the *Code*.

Part I of the *Code* establishes the framework for collective bargaining, the acquisition and termination of bargaining rights, unfair labour practices and protection of the public interest in the event of work stoppages affecting essential services.

The CIRB has jurisdiction in all provinces and territories with respect to federal works, undertakings or businesses in the following sectors:

- Broadcasting
- Chartered banks
- Postal services
- Airports and air transportation
- Shipping and navigation
- Interprovincial or international transportation by road, railway, ferry or pipeline
- Telecommunications
- Grain handling and uranium mining and processing
- Most public and private sector activities in the Yukon, Nunavut and the Northwest Territories
- Band Councils and some First Nations undertakings
- Federal Crown corporations (including, among others, Atomic Energy of Canada Limited and the national museums)

The federal jurisdiction covers some 800,000 employees and their employers, and includes enterprises that have a significant economic, social, and cultural impact on Canadians from coast to coast. The variety of activities conducted in the federally regulated sector, as well as its geographical spread and national significance, contribute to the uniqueness of the federal jurisdiction and the role of the CIRB.

The Board's role is to exercise its powers in accordance with the Preamble and provisions of the *Code*, which state that Parliament considers "the development of good industrial relations to be in the best interests of Canada in ensuring a just share of the fruits of progress to all." To that end, the Board aims to be responsive to the needs of the industrial relations community across Canada.

Departmental Organization

The *Code* provides that the Board is to be composed of the Chairperson, two or more full-time Vice-Chairpersons, not more than six full-time Members (of which not more than three represent employers and not more than three represent employees) and any other part-time members (representing, in equal numbers, employees and employers) necessary to discharge the responsibilities of the Board. All are appointed by the Governor in Council: the Chairperson and the Vice Chairpersons for terms not to exceed five years, the members for terms not to exceed three years. The Board currently consists of the Chairperson, five full-time and two part-time Vice-Chairpersons, and six full-time and two part-time Members. Information on the Board members can be found at: http://www.cirb-ccri.gc.ca/about-apropos/members-membres/index_eng.asp.

The Chairperson is the chief executive officer of the Board and has supervision over, and direction of, the work of the Board, including:

- the assignment and reassignment of matters that the Board is seized of to panels;
- the composition of panels and the assignment of Vice Chairpersons to preside over panels;
- the determination of the date, time and place of hearing;
- the conduct of the Board's work;
- the management of the Board's internal affairs;
- the duties of the staff of the Board.

The Board's headquarters are located in the National Capital Region. Support to the Board is provided by the Executive Director, reporting directly to the Chairperson. The Executive Director is responsible for regional operations, case management, client and corporate services and financial services. The Legal Services Branch provides legal assistance as required by the Board and is headed by a general counsel who reports directly to the Chairperson of the Board.

The Board has five regional offices located in Dartmouth, Montréal, Ottawa, Toronto and Vancouver, with a satellite office in Winnipeg. These offices are staffed by labour relations professionals and case management teams. Each regional office is headed by a regional director, who reports to the Executive Director in Ottawa.

The Board has established a series of strategic objectives in support of its mandate, which include to:

- seek solutions to labour relations problems by determining the cause and nature of conflict and by applying the appropriate dispute resolution mechanism, including fact finding, mediation and adjudication;

- conduct its activities in a fair, timely and consistent manner;
- consult its clients on its performance and on the development of policies and practices;
- promote an understanding of its role, processes and jurisprudence through client contact and a variety of information dissemination methods;
- conduct its business and manage its resources in a manner that is fiscally sound, in accordance with the *Financial Administration Act* and the policies and directives of the central agencies of government.

Strategic Outcome and Program Activity Architecture (PAA)

Strategic Outcome

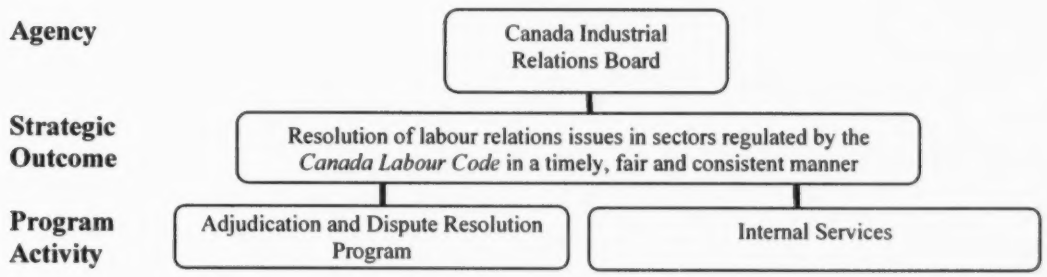
In pursuing its mandate, the CIRB seeks to achieve the following strategic outcome:

Resolution of labour relations issues in sectors regulated by the *Canada Labour Code* in a timely, fair and consistent manner

The CIRB's strategic outcome is aligned with the government's Economic Affairs and supports the government's desired outcome of ensuring a Fair and Secure Marketplace through the impartial, effective and appropriate administration of the rules governing the conduct of employers and unions, in order to ensure stable labour-management relations and productive workplaces.

Program Activity Architecture

Based on its legislated mandate and its currently approved PAA, the CIRB has a single strategic outcome and two program activities.


Agency
Canada Industrial Relations Board
Strategic Outcome
Resolution of labour relations issues in sectors regulated by the *Canada Labour Code* in a timely, fair and consistent manner
Program Activity
Adjudication and Dispute Resolution Program
Internal Services

Planning Summary

The following table provides a summary of the total planned spending for the Canada Industrial Relations Board for the next three fiscal years.

Financial Resources ($ thousands)

2010–11	2011–12	2012–13
13,017	13,035	13,035

The following table provides a summary of the total planned human resources for the Canada Industrial Relations Board for the next three fiscal years.

Human Resources (Full-Time Equivalent–FTE)

2010–11	2011–12	2012–13
110	110	110

Strategic Outcome: Resolution of labour relations issues in sectors regulated by the *Canada Labour Code* in a timely, fair and consistent manner	
Performance Indicators	**Targets**
CIRB decisions overturned by the Federal Court of Appeal	Less than one percent of all decisions rendered are overturned by the Federal Court of Appeal
Number of applications/complaints resolved through mediation	Fifty percent of cases are resolved through mediation
Decisions are issued within statutory deadlines	Average decision-making time is less than 90 days from the date the Board reserved its decision
Reduction of CIRB's average case disposition time	Seventy percent of cases are processed in less than one year

Program Activities[1]	Forecast Spending 2009–10	Planned Spending			Alignment to Government of Canada Outcomes
		2010–11	2011–12	2012–13	
Adjudication and Dispute Resolution Program	9,366	9,437	9,450	9,450	Fair and Secure Market Place The CIRB promotes stable industrial relations within the industrial sectors that fall under federal jurisdiction, thus ensuring safe, fair and productive workplaces that contribute positively to the Canadian economy
Internal Services	3,893	3,580	3,585	3,585	
Total Planned Spending		13,017	13,035	13,035	

Contribution of Priorities to Strategic Outcome

The CIRB's priorities are largely dictated by its **strategic outcome**. In the discharge of its mandate, the Board aims to be progressive, efficient and effective, as well as open and accountable. In addition to its objective of promoting and contributing to effective and stable industrial relations, the Board plans to pursue the priorities summarized in the table below.

Operational Priorities	Type	Links to Strategic Outcome	Description
Expeditious and fair processing of applications and complaints	Ongoing	All of these priorities are linked to our sole strategic outcome: Resolution of labour relations issues in sectors regulated by the *Canada Labour Code* in a timely, fair and consistent manner and are directly linked to our main program activity: Adjudication and Dispute Resolution Program	**Why is this a priority?** Stable industrial relations contribute to Canada's economic prosperity. By resolving matters in a timely and fair manner, the CIRB directly contributes to this objective **Plans for meeting the priority** To accomplish this, the CIRB will launch a review of its *Regulations* to ensure effective and efficient handling of applications and complaints; it will fine-tune procedures aimed at reducing processing time for certification applications; and will actively explore opportunities to further reduce the average case disposition time

[1] For program activity descriptions, please access the Main Estimates online at http://www.tbs-sct.gc.ca/est-pre/index-eng.asp.

Successful resolution of labour relations problems through appropriate dispute resolution mechanisms	Ongoing		**Why is this a priority?** Being responsive to the community needs and addressing the underlying labour relations issues contributes to a stable industrial relations climate and thus has a direct positive effect on the Canadian economy **Plans for meeting the priority** To achieve this, the CIRB will increase its emphasis on proactive mediation of complaints by regional staff and Board members, and will implement tracking measures to measure its success rate
An involved and well-informed labour relations community	Ongoing		**Why is this a priority?** As client-focused service is important to the federal government, consultations with clients will continue to be a priority for the CIRB **Plans for meeting the priority** The CIRB will update and expand the information on its Website; develop and disseminate regular CIRB updates to the labour relations community; and consult the community on policies and procedures

Management Priorities	Type	Links to Strategic Outcome	Description
Operational effectiveness and compliance with government-wide Accountability Framework	Ongoing	This priority is linked to our sole strategic outcome: Resolution of labour relations issues in sectors regulated by the *Canada Labour Code* in a timely, fair and consistent manner and is linked to our main program activity: Adjudication and Dispute Resolution Program	**Why is this a priority?** Sound management practices, processes and systems, particularly in areas such as human resources and internal service delivery, are essential to CIRB's ability to deliver its programs and services to the public and achieve its strategic outcome economically, efficiently and effectively **Plans for meeting the priority** The CIRB will work to align people to priorities by anticipating and supporting staffing needs and operational requirements, and ensuring flexibility to meet changing priorities. The Board will continue to support the achievement of the government-wide priorities for public service renewal The CIRB will also continue to strengthen its management and accountability in the area of corporate risk management, and will be implementing improved management practices in areas where opportunities have been identified in the Management Accountability Framework Assessment

Risk Analysis

Operating environment

The Board has an ongoing planning challenge in that the CIRB's sole function is to respond to the matters referred to it by unions, employers, employees and the Minister of Labour. As such, the CIRB's operational activities are driven by external demands that it can only react to rather than plan for.

The Board's workload is a function of many variables, but the economic environment is a key determinant of the types of cases submitted to the Board. For example, corporate mergers, acquisitions and restructuring tend to increase the demand for bargaining unit reviews. Corporate bankruptcies and insolvencies frequently result in a loss of or decrease in the level of collectively bargained salary and employment benefits, with resultant increases in duty of fair representation and bad faith bargaining complaints. The negotiation or renegotiation of collective agreements in areas essential to public health or safety creates demand for Board investigations and rulings on maintenance of activities issues.

Although the nature of the demand for Board services may vary, depending on the state of the economy, the absolute number of incoming applications and complaints is expected to remain relatively constant over the planning period. However, a significant increase in the number or complexity of incoming matters would severely affect the Board's ability to meet its strategic outcome.

Processing Time

The Board's largest operational risk is associated with the number of applications and complaints it receives in a given year, combined with its ability to continue to reduce its backlog of cases. To mitigate this risk, priority is given to the processing and consideration of matters in which it appears that delay will pose a significant potential for adverse industrial relations consequences, or where other identifiable factors require a matter to be promptly addressed. In addition, the CIRB adopted new procedures for the processing of duty of fair representation complaints over the last year. This year, the CIRB will begin a comprehensive review of its *Regulations* to ensure effective and efficient handling of applications and complaints and will fine-tune the processing of applications for certification. It is expected that these mitigating strategies will greatly reduce the time it takes to process matters, which in turn will continue to reduce the number of backlog cases.

Quality of Decisions

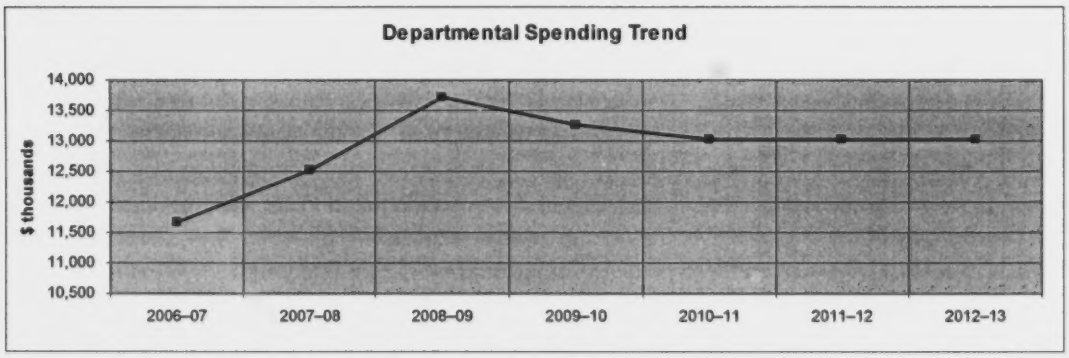
In addition to the timeliness of decisions, a second operational risk involves the quality of the decisions. Decisions that are not based on sound legal and industrial relations principles would not only lead to flawed jurisprudence, but would also create uncertainty in the client community. It should be noted that all but one judicial review application to the Federal Court of Appeal was dismissed in the 2003–04 to 2008–09 period. This underscores the importance of the quality of Governor-in-Council appointments that are made to the Board and the experience and expertise that these appointees bring to it.

Human Resources
The CIRB, like most of the federal public service, is facing challenges with employee retention and departures due to retirement. In the next five years, over 60% of the Board's staff is eligible to retire. In addition, results from the Public Service Employee Survey identified issues related to career progression within the Board. As the CIRB is a small and specialized organization, the impact of staff turnover can be significant. Maintaining continuity of the Board's corporate knowledge requires sustained focus on recruitment, training and succession planning. In the past year, the Board has responded by putting in place development programs and positions and will continue to look for opportunities to expand its training and career development opportunities.

Like other small departments and micro-agencies, the CIRB continually faces pressure to respond to, or implement various government-wide management initiatives. The CIRB is continuing its work on several fronts, such as strengthening its accountability framework, planning for the implementation of the new evaluation policy, and developing measures to enhance human resources management in the context of public service renewal. These and other concerns are being addressed in the CIRB's Integrated Human Resources and Business Plan. The CIRB will continue to actively seek opportunities both from new technologies and interdepartmental partnerships, in order to achieve efficiencies. The CIRB believes this approach will mitigate the pressure caused by horizontal initiatives while ensuring it continues to be well positioned to carry out its mandate.

The CIRB's risk profile and mitigation plan is adjusted periodically, usually following its annual retreat, after discussion of the Board's current situation and future directions.

Expenditure Profile



There has been no significant deviation in the expenditure trend of the CIRB over the previous year. However, the 9% increase in actual spending for the 2008–09 fiscal year over the previous year is primarily due to the relocation of the Board's regional offices in Montréal and Vancouver as a result of Public Works and Government Services Canada initiatives.

Approximately 80% of the CIRB's $13 million operating budget is expended on employee salaries and benefits. Of the remaining $2.6 million in the Operation and Maintenance budget (O&M), 60% is for travel and professional services, and is largely related to the processing of

cases, including travel to hearings, rental of hearing rooms, interpretation services and translation of Board decisions. The Board adheres to Treasury Board policies for the expenditure of its O&M budget.

Voted and Statutory Items

($ thousands)

Voted or Statutory Item (S)	Truncated Voted or Statutory Wording	2009–10 Main Estimates	2010–11 Main Estimates
10	Operating expenditures	11,122	11,490
(S)	Contributions to employee benefit plans	1,465	1,527
	Total	12,587	13,017

The increase of $430 thousand in Main Estimates from 2009–10 to 2010–11 is due to salary and benefits adjustments prescribed by collective agreements and Treasury Board policies.

SECTION II: ANALYSIS OF PROGRAM ACTIVITY BY STRATEGIC OUTCOME

Strategic Outcome and Program Activities

Resolution of labour relations issues in sectors regulated by the *Canada Labour Code* in a timely, fair and consistent manner

The following section describes the CIRB's program activities and identifies the expected result, performance indicators and targets for each activity. This section also explains how the CIRB plans on meeting the expected results and presents the financial and non-financial resources that will be dedicated to each program activity.

This section will contain a discussion of plans surrounding the following program activities:

- Adjudication and Dispute Resolution Program
- Internal Services

The Board has only one key operational program activity—the Adjudication and Dispute Resolution Program. The second program activity of the Board is to provide the internal support required to carry out the Board's primary program.

Through its primary program, the CIRB resolves labour relations issues by exercising its statutory powers relating to the application and interpretation of Part I (Industrial Relations), and certain provisions of Part II (Occupational Health and Safety), of the *Code*. Activities include the granting, modification and termination of bargaining rights; the investigation, mediation and adjudication of complaints alleging violation of Part I of the *Code*; the determination of essential services; the exercise of ancillary remedial authority; the exercise of cease and desist powers in cases of unlawful strikes or lockouts; the settlement of the terms of a first collective agreement. The secondary program activity involves the provision of administrative services required to support these activities.

Information on both activities is provided in the tables below.

Program Activity 1: Adjudication and Dispute Resolution Program					
Human Resources (FTEs) and Planned Spending ($ thousands)					
2010–11		**2011–12**		**2012–13**	
FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
76	9,437	76	9,450	76	9,450

Program Activity Expected Results	Performance Indicators	Targets
Labour relations issues are resolved in a timely, fair and consistent manner	CIRB decisions overturned by the Federal Court of Appeal	Less than one percent of all decisions rendered are overturned by the Federal Court of Appeal
	Number of applications/complaints resolved through mediation	Fifty percent of cases are resolved through mediation
	Decisions are issued within statutory deadlines	Average decision-making time is less than 90 days from the date the Board reserved its decision
	Reduction of CIRB's average case disposition time	Seventy percent of cases are processed in less than one year

Planning Highlights

The complexity and implications of the issues facing federally regulated employers and unions require the Board to judiciously apply a wide range of knowledge and skills in diverse industrial relations, labour law and administrative law contexts. The stable economic environment over the past few years has resulted in a decrease in the number of cases coming before the Board, but the current environment may well change that situation. It is possible that the Board will receive more unfair labour practice complaints as a result of difficulties at the bargaining table, as well as more applications related to corporate restructuring or sale of business.

Typical issues of continuing concern to the Board include:

- the acquisition and exercise of free collective bargaining rights, and the promotion of sound labour-management relations in a fair and transparent manner;
- the need to ensure that collective bargaining between employers and unions is conducted fairly and in good faith;
- the determination of the levels of services required to be maintained during a work stoppage to ensure the protection of the health and safety of the Canadian public;
- the prompt consideration of situations in which illegal work stoppages are alleged;
- the need to assist companies and unions in resolving the labour relations implications of corporate mergers and acquisitions—including the determination of appropriate bargaining unit structures and representation rights.

The Board's foremost priority remains the efficient and effective delivery of its statutory mandate as set out in the *Code*, while being both transparent and accountable in its decision-making process. The Board continually monitors and adjusts its processes in order to respond to workload demands.

Within this context, the Board's three main operational priorities in the coming years are to provide expeditious and fair processing of applications and complaints; focus on successful resolution of labour relations problems through appropriate dispute mechanisms; and continue with its formal and informal consultations and engagement with the labour relations community.

To deliver on these priorities, and in consultation with the client community, the Board will begin a review of its *Regulations* and seek effective and efficient ways of handling applications and complaints, including exploring opportunities to further reduce case processing and disposition time. It will also increase its emphasis on proactive mediation of complaints by regional staff and Board members. In addition, it will develop and disseminate regular CIRB updates to the labour community.

It is expected that the achievement of these priorities will simplify and/or shorten case processing measures, which will increase the number of matters that can be disposed of with a limited adjudicative capacity, thus enhancing effectiveness and efficiencies.

The Board will continue to endeavor to provide timely and legally sound decisions that are consistent across similar matters, in order to establish strong and clear jurisprudence, which in turn should reduce the likelihood of a demand for reconsideration, as well as reducing the likelihood of applications to the Federal Court of Appeal for a judicial review.

Analysis

Volume of Matters

It is expected that the volume of matters will not be significantly different from the last three years. After an initial spike in caseload levels in the years following the 1999 amendments to the *Code*, the number of applications/complaints received has generally declined over the last five fiscal years. In the first five years following the 1999 amendments to the *Code*, the CIRB received an average of 924 applications/complaints per year, compared to 685 over the last five years.

Unfair labour practice (ULP) complaints, which represent approximately 40% of incoming matters in any given year, and are an indicator of the labour relations climate, are down almost 25% on average, in the 2006–07 to 2008–09 period (representing 85 fewer complaints per year), compared to the previous five fiscal years. It should be noted that the rate of incoming matters related to ULP has increased somewhat in the third and fourth quarters of 2008–09 as the recession took hold.

Disposition of Matters

With respect to the disposition of matters, the Board was able to improve its rate of matter disposition in the years following the 1999 amendments. While the number of matters disposed of by the Board declined in 2006–07 and 2007–08, similarly to incoming matters, the CIRB took

a number of measures to raise its disposition rate and resolved 819 matters in 2008–09, which represents 144 more matters disposed than the 675 in the previous fiscal-year. As a result, the number of pending cases dropped to 443 at the end of March 2009, or 147 fewer than the previous year, and the lowest level since 1996–97.

The *Canada Industrial Relations Board Regulations, 2001* (the *Regulations*) stipulate that certain types of matters require priority attention. These cases include requests for an interim order/decision, requests to file Board orders in Court, referrals to the Board by the Minister of Labour relating to the maintenance of activities during a legal work stoppage, applications alleging an invalid strike or lockout vote, applications for a declaration of unlawful strike or lockout, and unfair labour practice complaints alleging the use of replacement workers and dismissal for union activities. These types of matters are processed on an expedited time frame. During the planned review of the *Regulations*, the Board will consider whether any other types of applications should by subject to expedited procedures.

Processing and Disposition Time

The time required to process a file—the time spent opening, investigating, mediating, hearing, and deciding a case—increased moderately in 2008–09, averaging 313 calendar days compared to 298 days in 2007–08 and 242 days in 2006–07.

The principal reason for the increase in processing time experienced in both 2007–08 and 2008–09 is related to the resolution of a large number of backlog of cases involving duty of fair representation (DFR) complaints. Prior to 2007–08, DFR complaints were often set aside when more urgent matters arose. As a result, the CIRB had accumulated a significant backlog of DFR complaints, and their proportion of all pending matters grew from 25.6% in 2002–03 to almost 43% at the end of 2006–07. The CIRB decided to seriously address this DFR backlog in 2007–08 and 2008–09. Consequently, DFR complaints represent a third of disposed matters in 2008–09 compared to an average of about 19% in the previous five years.

One component of the overall processing time is the length of time required by a Board panel[2] to prepare and issue a decision, following the completion of the investigation and/or hearing of a matter. A panel may decide a case without a hearing on the basis of written and documentary evidence, such as investigation reports and written submissions, or may defer the decision until further evidence and information is gathered via an oral hearing.

Section 14.2(2) of the *Code* requires that a panel must render its decision and give notice of it to the parties no later than ninety days after the day on which it reserved its decision or within any further period that may be determined by the Chairperson. The Board's objective is to achieve compliance with the ninety-day time limit in a majority of the cases requiring written reasons for decision.

Written Decisions

The Board issues detailed *Reasons for decision* in matters dealing with significant labour-management issues and/or those with significant precedential importance. In other

[2] A panel is composed of the Chairperson or a Vice-Chairperson for single member panels and the Chairperson or a Vice-Chairperson and two Members in a tripartite panel.

matters, concise "letter decisions" help expedite the decision-making process, thereby providing more timely industrial relations outcomes for parties. The Board strives to provide timely and legally sound decisions that are consistent across similar matters in order to establish strong and clear jurisprudence. In 2008–09, more than three quarters of decisions were rendered in 90 days or less.

Benefits for Canadians

The impact of the work of the Board can be both broad-ranging and significant. The Board's decisions and mediation efforts often affect, in very tangible ways, the working lives of thousands of Canadians, the economic position of leading Canadian corporations, and the general well-being of the Canadian public. When the Board receives an application or complaint, it is usually because there is some form of unresolved conflict or problem that the parties involved have been incapable of resolving on their own. By resolving the matter, through mediation or by issuing a decision, the Board effectively and directly contributes to improved labour-management relations in that enterprise.

However, the Board also contributes to effective industrial relations in the federal jurisdiction generally. Each time it issues a decision, the Board adds to its growing jurisprudence, which is widely disseminated to the industrial relations community. Clear and consistent jurisprudence provides an environment where potential litigants are more likely to resolve matters on their own than to bring the matter before the Board.

Program Activity 2: Internal Services					
Human Resources (FTEs) and Planned Spending ($ thousands)					
2010–11		**2011–12**		**2012–13**	
FTEs	**Planned Spending**	**FTEs**	**Planned Spending**	**FTEs**	**Planned Spending**
34	3,580	34	3,585	34	3,585

The Internal Services program activity supports CIRB's strategic outcome. It consists of the groups of activities and resources that are administered to support the needs of programs and other corporate obligations of the CIRB, including Central Agency requirements. These groups are: management and oversight services; human resources services; financial and administrative services (including facilities, materiel and procurement services); information management (IM) services; and information technology (IT) services.

Planning Highlights

In line with the government's Public Service Renewal Initiative, the CIRB has instituted an integrated planning process, which involves assessing current and future workforce capacity against evolving business priorities, identifying gaps, developing and implementing strategies to fill those gaps, and monitoring and reporting on progress. This process is guided by CIRB's

three-year Integrated Human Resources and Business Plan (updated annually), which articulates the department's business goals and sets out short and longer term people management strategies to ensure that these goals are met. This Plan recognizes that priorities and business requirements constantly evolve and that our people management activities must also be flexible and responsive.

The CIRB will also continue to improve and strengthen its management practices and will focus its efforts on areas of improvement identified in Round VI of the Management Accountability Framework Assessment released in 2009. Specifically, in the coming years, the CIRB will focus its efforts on the development of a corporate risk management framework; the development of an integrated IM/IT Strategy harmonizing its information management needs, practices and policies with technology management products and overall security responsibilities. In addition, the CIRB will continue to monitor and enhance its comptrollership practices, as required.

Benefits for Canadians

Specific benefits to Canadians include the following:

- resources effectively support the delivery of the CIRB's program and corporate obligations; and
- human and financial resources are utilized in the most economical, efficient and effective manner.

SECTION III: SUPPLEMENTARY INFORMATION

Supplementary Information Tables

All electronic supplementary information tables found in the 2010–11 Report on Plans and Priorities can be found on the Treasury Board of Canada Secretariat's Website at: http://www.tbs-sct.gc.ca/rpp/2010-2011/info/info-eng.asp.

To Contact the Board

Toll-free: 1-800-575-9696
People who use TTY should place calls with the assistance of a Bell Relay Service operator at: 1-800-855-0511
Email: info@cirb-ccri.gc.ca
Website: http://www.cirb-ccri.gc.ca